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13 DEC 1962

MEMORANDUM FOR: Deputy Director (Support)

SUBJECT : Manpower Survey

1. This memorandum is for the information of the Deputy Director (Support) and is in response to the request of 16 November for statistics relating to portions of the Manpower Survey relating to the Office of Security.
2. This Office does not have specific statistics which would bear out the statement that "a request for an investigation of a prospective employee is often made of Security when the possibility of employing the individual is only remote." This factor would be inherent, however, in the fact that two or three applicant cases are frequently submitted for security clearance for the filling of one job. It would appear that the employing components of the Agency are to some degree using Security as a vehicle to make up their minds as to which applicant they will eventually employ. This may be done by allowing Security to screen out some who are ineligible or by delaying a final decision until the investigations of several people are completed. This approach is obviously wasteful of investigative manpower, creates a backlog in cases and causes excessive time for the investigation of all cases with resultant delays and difficulties for those applicants the Agency is seriously interested in.
3. In our discussions with the Office of Personnel, it was stated that 75% of the professional applicants fall within the junior professional category and the remaining 25% are taken up with special cases and directed recruitment where the individual is known to the employing component. It is also noted that Personnel does not have the authority to commit, at its own discretion, the employment of an individual in the professional category but must await the specific approval of the employing component. The history of Personnel recruitment reflects the problems from the delays in obtaining an early commitment from the Agency components on the suitability of a given applicant for a specific job. This problem has been explored with a view to speeding up the time lag process; however, it would appear that this does not resolve the basic problem. It is felt that our

DOC	REV DATE	28-4-81	BY	006199
ORIG COMP	31	TYPE	01	
ORIG CLASS	5	PAGES	5	CLASS C
JUST	22	NEXT REV	2011	AUTH: 1002

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solution to this problem would be for Personnel to have some degree of authority to make commitments for employment of junior professional personnel based upon job specifications submitted by the various components of the Agency. It is our belief that this authority would largely eliminate many unnecessary delays in the recruitment and investigation of professional applicants and would permit both Security and Personnel to concentrate their collective efforts on the desirable and eligible applicants.

4. In our opinion it would definitely answer the statement of the Manpower Survey that "the first requirement should be that the individual considering the candidate for employment really wants to employ the individual before he asks for a Security investigation."

5. As regards pre-employment polygraph interviews, these should be conducted only after a firm decision has been reached that a specific applicant has been decided upon for a specific job. The pre-employment Security interview is somewhat costly to the Agency as a whole and clearly serves Security and Personnel purposes; however, it is quite wasteful when used as a screening device in assisting the employing component to determine which of several applicants should be selected for a particular job.

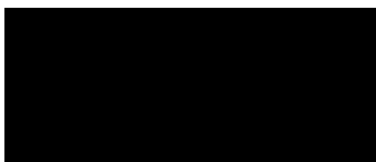
6. Statistics which would have a relationship to the above concept of one for one recruitment are set forth below. In considering the volume involved it becomes quite apparent that the selection and decision of a given applicant for a specific job would greatly reduce the heavy investigative workload and will speed up the time element involved.

7. Statistics which bear on this problem include those furnished by Personnel which reveal we have been processing four professional candidates for every one who enters on duty, five Junior Officer candidates for every one who enters on duty and four communicators for every one who enters on duty. In the past nine months, the full Security clearances on both professional and clerical candidates granted by us and the number of persons who have entered on duty compare as follows:

Full Clearances

EOD's

March  
April  
May  
June  
July



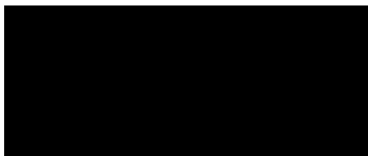
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Full Clearances

EOD's

August  
September  
October  
November



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8. I believe these statistics show that our efforts are beginning to show results. Our goal will not be reached, however, until all offices concerned with selecting and screening candidates do so with an even higher sense of urgency and concern.

SIGNED

Sheffield Edwards  
Director of Security

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